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EXECUTIVE SUMMARY

The vision for Consortium Partners (CP) e-business activity is the establishment of on-line channels for the promotion, delivery and exploitation of MERMAID. The vision sees this development as closely harmonised with the CP core traditional businesses and seeks to leverage these core competencies and knowledge-base to deliver a new product and services to existing and untapped market sectors. The CP includes:

- British Maritime Technology Marine Information Systems Limited (UK) - BMTMIS.
- TXT e-Solutions (Italy) - TXT
- The Met Office (UK) - MO
- Centre de Documentation, de Recherche et d'Expérimentation sur les pollutions accidentelles des eaux (France) - CEDRE
- Instytut Meteorological I Gospodarki Wodnej –Oddzai Morski w Gdyni (Poland) – IMGW-OM
- The Netherlands Coastguard(Netherlands) - NC

The launch of MERMAID can be clearly seen as building on the CP existing capabilities:

- Delivering on-line products (i.e. data brokering) based on MERMAID.
- Developing enabling technologies to allow on-line delivery.
- Creating new information and data services.
- Supplying specialist science and technology Internet expertise to third parties.

The MERMAID system is a generic data brokerage technology suited to large temporal/spatial varying data sets. Presently the technology is demonstrated via a prototype system for the environmental emergency response sector. This Exploitation Plan details proposals for the commercialisation of the MERMAID system to data providers and end-users.

During the initial period of operation MERMAID intends to further develop its portal with new content, continued promotional and user base marketing, and enhanced information distribution channels to interested parties. The CP will pursue an active business development strategy looking for commercial opportunities for web technology and Internet services, and accessing R&D funding where appropriate to develop further capabilities. In achieving these exploitation aims the overall project objective is to increase the market for environmental data products, supporting the objectives of EU environment, fisheries, industrial and transport policy and meeting community social objectives in the fields of health, safety, quality of life, employment and preservation of the environment are expected to be met. Exploitation of MERMAID will also make a significant and innovative advance in web-enabled, environmental data management systems. Ultimately the exploitation of the system will lead to the creation of new markets in environmental data-set management and dissemination.

Commercial exploitation of the MERMAID system is projecting break-even by year four and profitability by the fifth year of operation.

1. INTRODUCTION

This document presents a formal Exploitation Plan for the CP e-business initiative under the auspices of MERMAID. The aim of this Plan is to set out a strategy that encapsulates the discussions, lessons learnt, feedback (internal and external), and current broad thinking in industry. The initial drafting of this Plan is the product of a two-day workshop based at BMT MIS in Southampton, England in December 2001. The CP revised the Plan in January and February 2002 for presentation to the EU Commission in February (19th) 2002 as a 'working draft'. The Plan by nature is iterative and has been further refined since the submission and receipt of comments from the Commission and CP following the February meeting and following comments and feed back received from end-users and data providers during the testing phase of the project.

1.1. MERMAID

The MERMAID system is a generic data brokerage technology suited to large temporal/spatial varying data sets. Presently the technology is demonstrated via a prototype system for the marine environmental emergency response sector.

1.2. Vision and rationale

The vision for the e-business activity is the establishing of on-line channels for the promotion and delivery of data brokering. The vision sees this development as closely harmonised with the CP's core traditional businesses and seeks to leverage their core competencies and knowledge base to deliver MERMAID and its associated technology to existing and untapped markets.

The Internet provides huge opportunities to achieve supply chain efficiencies and to trade knowledge in faster and richer ways. CP (e.g. BMT MIS, MO) trade on their knowledge base and data bases. The ability to deliver this knowledge and information faster and in more accessible forms will provide them with a significant competitive advantage. In many areas, both the enabling technology and the customer readiness are at early stages. However, through MERMAID the CP has the resources and innovative flair to enable them to exploit existing and untapped markets.

1.3. Exploitation

Exploitation of the system will initially be via three groups of users (Figure 1). It should be stressed that the technology developed under MERMAID is a non-exclusive opportunity for all users needing to supply, add value to, or use environmental data. Although the CP may lead the way in exploiting the technology that has been developed, the success of MERMAID's exploitation will ultimately be judged by subsequent breadth of participation by the industry and its associated market sectors. An analysis of the potential user pathways is outlined below:

End-user service providers: (Figure 2) This group focuses on the development of added value services and products enabled by MERMAID. There is enormous potential in this sector which has already seen considerable growth in the past few years as software technology has permitted the development of end-user products. The enabling technology of MERMAID is expected to have a major impact in this market where data costs are high, often due to the requirement to commit to purchases of large data-sets when only a small data sub-set is required, or the need

to subscribe to a proprietary service to deliver data. MERMAID works on the basis that the user only need pay for what they actually require. Furthermore, the current methods of delivery of data preclude its use in many applications and hinders wider usage in other sectors. The process of trying to locate data and then set up a purchasing chain is not straightforward and is different for every provider. MERMAID provides a unified 'one-stop' shop for data products.

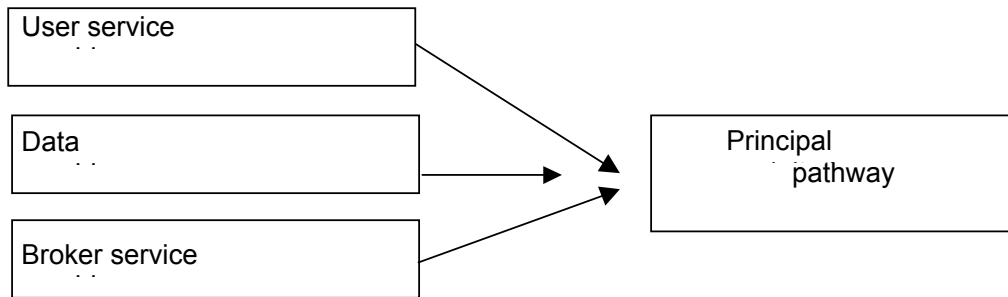


Figure 1: MERMAID exploitation pathway

The exploitation of MERMAID by the end user service providers will be in the development of added value products and services. The development of products will be made relatively easy by the unlimited dissemination of the Broker Interface component, which will allow any end user service provider to build applications compatible with communications protocols, data formats etc.

Within the CP BMT and TXT are in an optimum position to exploit the technology as end-user service providers. BMT's target markets in the marine environmental sector are complemented by TXT in the wider environmental markets.

Data Providers: Data providers (e.g. MO, IMGW-OM) have the opportunity to exploit a major potential offered by MERMAID. MERMAID's key exploitation advantages to users include:

- Worldwide data delivery technology already established.
- Purchase chain fully automated.
- A major awareness and advertising opportunity.
- The ability to supply value added products in association with data products.

There is a significant administrative burden associated with the provision of many environmental data sets. This adds to costs for the end-user and hinders the efficiency of the service provision. Where systems have been developed to try and automate this process, they have tended to be exclusive and expensive. Advertising for data products is usually through conferences, exhibitions and Internet sites but a user often needs some assumed knowledge to be able to locate data that is required. This is particularly the case where a national agency or private company may be generating data with wide regional or continental coverage. MERMAID will be a new dimension to the marketing of data products. A simple registration with MERMAID and uploading of data products together with appropriate catalogue and advertising information will permit the data provider to reach a wide market, including market sectors that may not be a natural marketing focus.

Broker service providers: The provision and administration of MERMAID technology is not intended to form a market in its own right. Companies such as BMT MIS may take on the management of the data broker but maintaining a strictly 'open to all' policy with minimum charges to cover the costs of maintaining the Internet site



and support. BMT is well placed to do this as it already regularly interfaces with both data providers and users. BMT MIS, a CP, have considerable experience in the field of Internet business. Forming part of their activities is the development of the world's first business portal for the marine science and technology sector. marinescienceandtechnology.com provides a wide range of information services including a twice-weekly updated news service, technology abstracts, a directory of organisations, events listings, industry news notice board, discussion forum, careers listings, and an e-marketplace for e-commerce services. This invaluable experience has helped in the formulation of this Plan and setting its budgets.

There is no reason why the data broker technology developed under the MERMAID project could not be expanded to service other application domains where the provision of data in this manner is appropriate.

2. SWOT ANALYSIS

The potential to exploit MERMAID looks promising. The CP met for a two-day workshop in December 2001 to discuss potential exploitation. The following are the identified strengths, weaknesses, opportunities and threats (SWOT analysis) to the development of the product identified by the CP:

2.1. Strengths

- MERMAID will be a unique service despite being in a prototype format.
- CP offers a well-known and strong branding/image that will act as a good market attraction.
- CP offers a very strong core capability.
- MERMAID will have a potentially large customer base of both users and suppliers/providers.
- MERMAID offers the opportunity to expand the system into other domains.
- The service will be web-based, and therefore there are no geographic limits to market exploitation.
- The service will be easily accessible.
- The service will provide a new capability to the market place especially with the ability of acquiring hi-definition data.
- The service will have independence, due to the number of partners involved and will therefore be perceived as a non-aligned service, which will enhance the creditability of the service.
- MERMAID has very robust theory and the need for such a service is well recognised. MERMAID's development has adopted a practical approach throughout (e.g. electronic transfer of data / payment, etc), and these issues should be unique selling points for the product.

The product is technically very strong and financially sound. The CP exploiting it also offers a highly complementary range of capabilities and experience.



2.2. Weaknesses

- Currently there are limited options for payment (e.g. credit card, voucher systems, etc.). Electronic signatures are not acceptable in some countries. Imposed ceilings on company credit card limits impose problems.
- Currently there are no standards for other forms of payment on the Internet in Europe. Difficulties may arise in introducing a system that will be applicable across international borders.
- Public perception of the Internet (i.e. things are 'free' on the Internet) may prove a hindrance to the product use.
- Lack of confidence in using credit cards online (i.e. security issues) persist.
- To date MERMAID is only a research project to produce a prototype. The product will not be a 'finished commercial tool' and therefore investment will be required to bring it up to the appropriate integrity which should include another testing programme; this is despite MERMAID having already undergone extensive testing. Investment will be required to make MERMAID fully commercial and this will not be made without the potential of capital returns.
- The technology is commercially untested.
- Currently MERMAID supports only limited data sets (6 different data structures can be extracted). Whilst this is a weakness it can also be seen as an opportunity for product development (enhancement).
- MERMAID is marine focussed and by definition has certain market constraints. Again whilst this can be construed as a weakness it can also be seen as an opportunity for product development.
- Metadata structure is also limited in scope, although it is based on widely recognised formats. Unfortunately there is no one single, unified global system that could be used which therefore means that there will be data-set descriptions that do not conform.
- Metadata format is not a GIS based system and therefore does not allow for automatic geographic representation.
- Cost of raising the client awareness of the system.
- E-commerce engine is based on MS Server technology and therefore this raises the issue of development constraints plus the cost of upgrades and licences.

Undoubtedly the exploitation of the product will present a challenge and will require an optimisation of marketing effort.

2.3. Opportunities

- Potential for advertising on the system to gain additional revenue
- The opportunity exists to easily increase the focus and number of data set domains beyond the marine sector. This can resultantly increase the number of data providers and lead to increased market potential and penetration.
- There is a clear commercial advantage by being an early mover in this type of product development where an opportunity exists to gain a critical mass of customers.
- Greater marketing effort, including the indirect marketing of CP, will increase product profile.
- MERMAID offers the opportunity to increase the satisfaction of clients/users rather than simply to make a commercial profit.
- There is an opportunity to develop new products through the MERMAID format.
- Indirectly MERMAID will help raise the awareness/profile of CP, which could lead to an increase in revenue.
- The potential exists to exploit the technology that has been developed and not just the service itself (i.e. sell licences to individual providers).



- MERMAID is flexible in that the service can be very focussed/targeted (i.e. toward the specialist marine emergency domain) or it can be expanded to meet a very broad market. The 'broker' can easily be expanded accordingly.
- Opportunity for other providers to develop applications that can interface with MERMAID.

MERMAID is faced with significant opportunities that need to be considered on a risk-return basis. Maintaining focus on product profiling and marketing, development and profitability should remain the primary goal.

2.4. Threats

- Development will be required to make MERMAID commercial, therefore there will be both a development and commercial threats.
- Additional costs relating to maintenance and upgrading will be required.
- MERMAID could be price-sensitive and users may use the price as the only way of deciding between different data sets. This may lead to price pressures on suppliers and therefore creating the need to supply 'cheap' data. This will create a competitive threat on providers.
- Competitive threat from other similar systems that are in development.
- Security issues.
- Data quality QA/QC issues.
- Some governmental agencies and Non-Governmental Organisations (NGOs) have previously been supplied free data and therefore there may be a need to charge only a transaction fee to cover the data handling costs.

Impacts of economic slowdown on the e-commerce in particular could adversely affect the MERMAID market. There is a need ensure that the product remains state-of-the-art to compete although economically viable.

The following are the primary risks to successful implementation of the MERMAID business plan. The actions being taken by the CP to mitigate these risks is stated:

- **Shortage of Use.** This remains a fundamental business risk with a direct impact on profitability. Shortage of use arises from external factors and/or a lack of marketing effort.
- **Economic Conditions.** MERMAID will be susceptible to global economic growth conditions and the strength of the Euro.
- **Quality and Timeliness.** It is important that the launch of MERMAID is timed to be best received by the market.
- **Market Pricing.** The price competitiveness of the market is of concern from time to time. A move towards multi-channel delivery and flexible pricing models would significantly diminish this risk.

Following the 'testing programme' by the CP a series of issues requiring resolution have been identified. Most relate to the prototype portal's architecture and interface terminology. All CP users agreed that usage of MERMAID greatly increased consciousness of the systems potential. Greater usage would create awareness and demand of the service. It is recognised that some of the observed issues require rectifying prior to the full exploitation of the MERMAID. Therefore a development cost element has been included in the proposed budget for exploitation (Section 9).

3. STRATEGY

It is proposed that in the initial phase of the exploitation development the e-business strategy should be focused at opening new market opportunities, taking a greater share of existing markets, and achieving efficiencies in service/product delivery. There are four areas in which this can be clearly seen as building on the CP existing capabilities:

- Delivering on-line products based on MERMAID
- Developing enabling technologies to allow further on-line delivery of services
- Creating new information and data services.
- Supplying specialist science and technology Internet expertise to third parties.

4. MARKET ANALYSIS

MERMAID can be considered as a product and a service. Figure 2 shows the potential target markets. A marketing resource will form the vital link that communicates the market need to MERMAID and promotes the product and services with the customers.

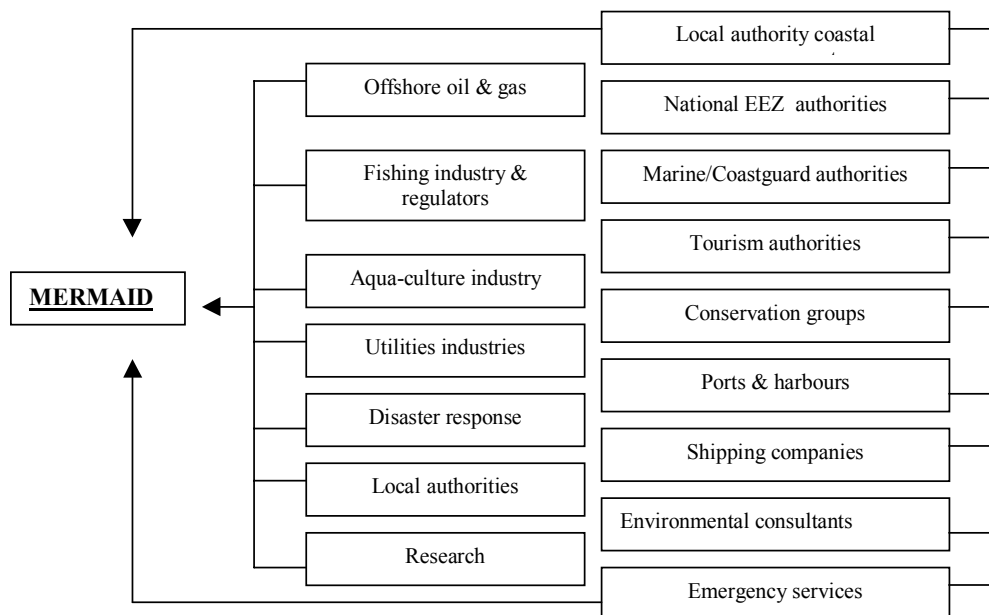


Figure 2 Potential target end-user markets

An increasing diversity in customer preferences for consultancy and information delivery channels is currently being experienced in many services and products. The motivation for this is due to diminishing technical resources in customer organisations, capital outlay for software systems, on-going needs for staff training, and system support and maintenance requirements. In the future, much more flexible delivery (e-commerce) and pricing models (e.g. 'pay as you go', etc.) need to be adopted that allow the customer needs to be met in a manner that is directly aligned

with their business processes. Use of new pricing models and web delivery technology will be essential in meeting these needs. MERMAID is well positioned to fulfil this need.

4.1. Current Market Status

The current market for a product like MERMAID is deemed to be receptive. However, the current decline in the market use and support for another ‘dotcom’ facility is likely to have a temporary impact on the merchandising of MERMAID. Such an affect is likely to delay the full commercialisation and exploitation of MERMAID and this has been reflected in the exploitation budget (Section 9). This pattern of development is demonstrated in Figure 3. It is believed that the development of the MERMAID system should be seen in the category of “True’ e-business emerges’.

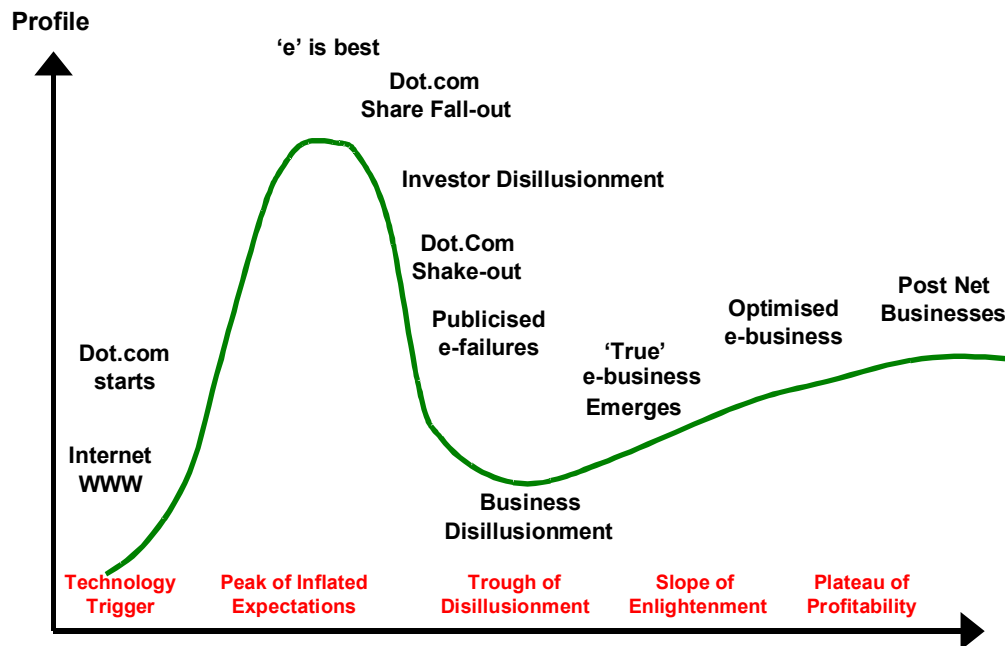


Figure 3: e-business landscape

4.2. Market Size and Analysis

A market size analysis for MERMAID is currently difficult to assess. This also becomes more difficult as the facility grows and offers more integrated services. The market size is potentially large by virtue of MERMAID’s inherent nature. Nevertheless, it is presently difficult to place an accurate market size value on MERMAID. Extensive discussions with potential end-users and data providers has allowed a limited appreciation of the market size to be gained.

Detailed discussions with principal data providers to the marine sector end-users indicates that potential markets may vary between 800k to 1m € at a national level. Unfortunately figures are speculative due to commercial confidentiality. Nevertheless, it is believed that markets in the Americas, Asia and Europe allow for a conservative market of 6.4 – 8 m €. However, the market potential is very much predicated on the marketing of the service to end-users and data providers. Therefore considerable effort is required to promote the service (Section 5.3) (Table 1).

	(€)
Estimated Current Market Size	6.4-8m ¹
Sales Turnover Projection	1.6m€ by 5 th year of operation
Market Share (%)	~25% ²

1. As the service provision diversifies the market size potential will grow, particularly as the service expands outwith the marine sector user-base.
2. By year 5.

Table 1. Market size analysis

During the first year of development it is expected that MERMAID will generate a modest turnover (Section 9). Income is determined by the level of commission levied on each commercial transaction. Continuation of this growth will be highly dependent on market conditions, marketing resource and the strategic choices made by the CP to develop its market.

MERMAID remains a central focus within the e-business CP initiative. During the initial period the emphasis of the activity will be to raise MERMAID’s on-line profile in the marketplace and leveraging the market intelligence from the user community (Figure 4).

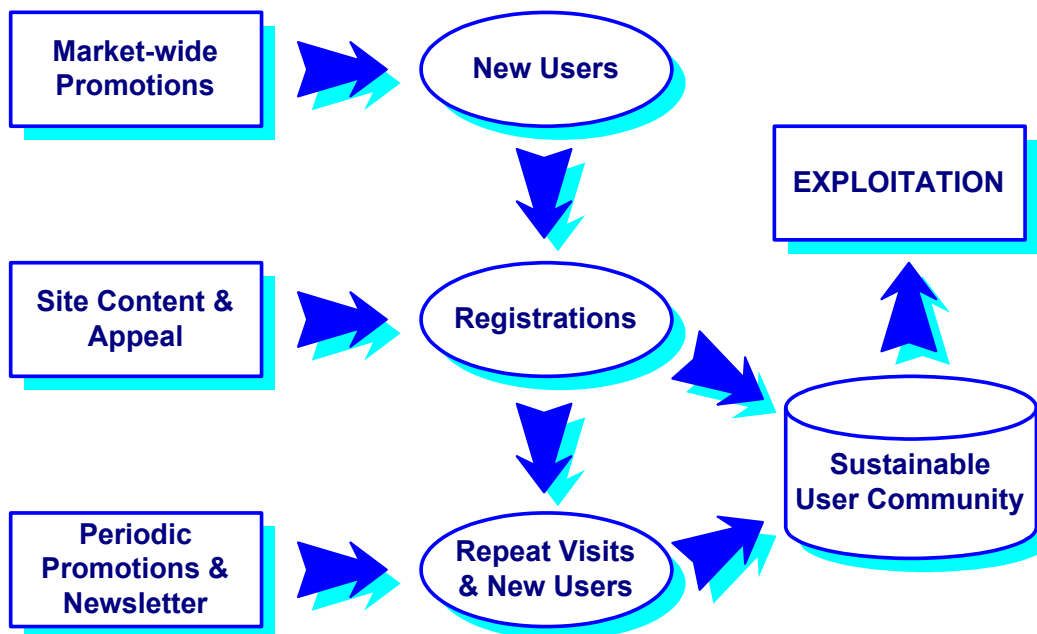


Figure 4: Building the MERMAID site community

During the initial product launch the aim will be to build a sustainable user community. A promotional campaign will be employed. Particular attention will be given to building the registered community and encouraging regular repeat visits from users. Increasing the participation of users, and providing proactive information to existing registrants (e.g. newsletters, etc.) will be a major focus.

Whilst the rampant Internet hype of the 1990s was clearly grossly over-exaggerated, it is also clear that the current swing in the opposite direction is equally without



foundation. The approach within the CP is one of realising opportunity whilst remaining pragmatic and measured in response. The Internet is not magic, and normal business rules are clearly seen to apply. For the CP the Internet offers two major opportunities; distributed computing, and a new delivery medium. In that sense, the Internet can be viewed as the single most important introduction since the graphical user interface.

The market for system products remains extremely price-competitive. A more flexible pricing strategy is required that offers a wide range of options to customers and associated services. This needs to include pay-as-you-go delivery, franchising of the system, and a two-tier support option that allows either insurance-type cover or pay-as-required service.

5. MARKETING PLAN

MERMAID can be advertised using a range of promotional activities including magazine inserts, postal mailings, e-mailings, workshops and conferences. All these marketing mechanisms will be pursued. Data providers and end-users will be vigorously marketed. However, continuous profiling of the service is very important.

Of the promotional methods used the e-mailings has often been found to be the most effective. On the basis of these conclusions further investigation of electronic means of promoting MERMAID was conducted. Three options of electronic advertising are considered:

- Search engine listing and advertising.
- Advertising in third parties' newsletters.
- Banner advertising on third parties' web-sites and link exchange.

Advertising with search engines: In the early stages of a new web-site, around 95 percent of visitors arrive via top ten search engines. As time goes by this proportion goes down as external links and other points of reference to the web-site begin to play their part. It is likely that half of the traffic will still arrive through search engines. In addition to listing web-sites in directories and indexing them, search engines offer various additional advertising options. Investing in a selection of advertising packages would raise site awareness amongst a scattered population of professionals otherwise left untargeted. Search engines are generally divided into crawler-based search engines and human-powered directories:

- **Crawler-Based Search Engines:** Crawler-based search engines, such as HotBot, Google, Altavista and Excite create their listings automatically. First they "crawl" or "spider" the web, index it, then people search through what they have found. Changes made to the web-site can affect how the site is listed, as these search engines will eventually find updated pages.
- **Human-Powered Directories:** Human-powered directories, such as Yahoo and Looksmart depend on humans for their listings. A short description is submitted to the directory for entire site, or editors write one for sites they review. A search looks for matches only in the descriptions submitted, therefore changing web pages has no effect on the listing. Things that are useful for improving a listing with a search engine have nothing to do with improving a listing in a directory. The only exception is that a good site, with good content, might be more likely to get reviewed for free than a poor site.



Advertising in email newsletters: MERMAID could promote its services via a monthly newsletter sent to registered users, data providers and potential end-users as well as to external companies and organisations. Newsletters target different audiences and therefore advertising with them would serve the purpose of attracting new users to the site and building up registered users database.

Advertising on third parties' web-sites; Links from other marine web-sites and 'word of mouth' will account for a substantial part of traffic coming on to MERMAID. This is also an efficient point of reference targeting the right audience at no cost. It would be beneficial to contact web-site operators and provide them with a one-line description. Furthermore in some cases, where web-sites play a leading role in marine science and technology community, it would be considered worthwhile paying for placing links and/or banner ads linked to MERMAID.

Web-sites linking to MERMAID: Links to MERMAID from third parties' web-sites can be located in most cases in Links sections of those web-sites, and usually consist of the URL and a one-line description (in some cases there is no description). These have been added by web-site operators.

Web-sites that should link to MERMAID: Other web-sites attracting valuable users to MERMAID could be made aware of available services. Operators of such web-sites would be contacted with regard to placing a text link to MERMAID in their Links sections, in the event that such a link section is lacking an agreement whereby banners are exchanged could be established. This should be done on a minimal cost basis where possible.

5.1. Dissemination Workshops

In addition to the 3 external workshops that were conducted during the project lifecycle, further workshops aimed specifically at promoting the MERMAID system, and attracting external investors are planned.

Initially, a technical workshop is planned to disseminate the possibilities of MERMAID within the project consortium organisations, some of which are multi-faceted, and include departments that will not be familiar with MERMAID. As well as promoting the prototype system within such large consortium organisations as the Met Office, such a workshop will also act as a 'dry run' for finalising the structure and format for future external workshops.

There is a Met Office closed internal workshop planned for Monday 30 September 2002, involving all sections of the Office involved in marine activities, and a presentation on Mermaid will be made. The workshop will help formulate future development plans.

Following this, the first internal workshop is planned for October 3rd 2002, and will be held at the Met Office in Bracknell, UK. This will be aimed specifically at the Met Office itself, but all consortium partners will be invited. An agenda for the workshop is attached in Appendix 1. It is likely that an external workshop will shortly follow this, and this will be held in the UK, probably also at the Met Office. The organisations that are planned for the target audience for such an external workshop are detailed in Appendix 2.



The aim of the external workshop would be the general promotion of the system, with the specific objective of trying to attract third party organisations to invest in the commercial development of such a service.

5.2. Other Marketing Opportunities

Conferences

The MERMAID consortium submitted an abstract to AMS IISP, the American Meteorological Society 83rd Annual Conference held in February 2003 in the USA, and which includes the 19th International Conference on Interactive Information Processing Systems (IIPS) for Meteorology, Oceanography, and Hydrology. Unfortunately the conference was over-subscribed, and our submission was not accepted this year. However, there is the possibility of submitting next year. This is probably the biggest and most prestigious conference of its kind, and all papers are refereed.

Research Projects

There are also other European collaborative projects run by the European National Hydrometeorological Services through an organisation called EUMETNET, and the results of Mermaid may be offered appropriately. The countries formally involved are: Austria, Belgium, Denmark, Finland, France, Germany, Greece, Iceland, Ireland, Italy, Luxembourg, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, and the UK. Other European countries are involved whenever the opportunity arises.

Some MERMAID work has also been fed into other proposed EC sponsored projects, such as SeaSearch II, and there are also plans being developed to pursue the GMES initiative.

STATEMENT OF BUSINESS OBJECTIVES AND TARGETS

5.3. Business Objectives

The consortium partner's statement of MERMAID business is:

'Environmental information management solutions through the application of information technology using the most cost-effective means whilst ensuring product quality and total customer satisfaction'.

5.4. Strategy Statement

MERMAID is faced with a plethora of business opportunities. Whilst this clearly provides a potentially bright future for the consortium partners, there is a major challenge in focusing their resources on exploiting these opportunities.

6. ACTION PLAN

The following list summarises the actions planned for execution in the initial years of exploitation:

Strategic:

- Secure first external income.
- Establish effective information distribution channels.
- Evaluate previous and current information technology.

MERMAID

- Review technical modifications to existing data broker.
- New home page and site structure.
- Publish site newsletter.
- Publish site usage report.
- Secure partnership arrangements.
- Raise profile of portal through media.

Business Development

- Devise marketing plan
- Review SWOT analysis.
- Refine exploitation plan for MERMAID.
- Identify new opportunities to build web sites and provide Internet services in other market sectors.

Initial marketing efforts will focus on a single market – marine. The effort will start with existing users of BMT's emergency response models and known users to the CP. A public relations effort will be started to promote MERMAID.



7. BUDGET AND REVENUE FORECAST

It is expected that MERMAID will start to generate external revenue within the 1st year of operation. This revenue is likely to come largely in the form of commissions within the marine sector. Other revenue is likely to be indirect (within the wider group of subsidiary companies) and arising from the dissemination of market intelligence from the MERMAID community database, and raising the profile of CP activities through the site. The following table summarises the proposed budget for MERMAID in the plan year.

Budget	Exploitation Plan Year ('000 €) ^(a)				
	1 st	2 nd	3 rd	4 th	5 th
Sales					
Data sales	120	200	320	640	1280
Advertising	8	16	32	64	96
Miscellaneous sales (e.g. publications)	8	16	64	128	240
Total	136	232	416	832	1616
Turnover ^(g)	27	46	83	166	323
Costs					
Development ^(d)	64	32			
Project manager ^(e)	60	63	66	70	73
Assistant ^{(b)(e)}			49	51	54
Administration Assistant ^{(c)(e)}		26		28	29
Marketing and promotion	16	16	16	11	11
Computer costs (hardware)	16		20		22
Miscellaneous	8	8	11	11	16
Total	164	145	162	171	205
Profit/(loss)	(137)	(99)	(79)	(5)	118

Table 2: Proposed budget for MERMAID in the plan year.

- a) It is anticipated that the principal source of revenue in years 1 to 3 will be from the marine market. Other areas will generate revenue in subsequent years.
- b) Assistant joining after year two to help reduce development costs, subject to satisfactory performance against Exploitation Plan.
- c) Administration costs include part-time assistant
- d) Development costs based on comments received from the CP during the testing programme.
- e) Includes employment costs.
- f) Investment costs over 4-year period are expected to be 320k €.
- g) Includes a commission charge at 20%

NB. Please note that these costs, which may well have to be amended. In particular, following the internal technical workshop, and the final assessment of the status of the prototype, the Development Costs are likely to increase.



APPENDICES

Appendix 1: Proposed Exploitation Workshop Agenda

A. General Audience

Introduction, Partners and Background

EU Structures

Project plan

Timescales
Milestones
Deliverables
Design

Outcomes

Design
Technologies used
Metadata

Demo

Working Prototype
Data Providers – registration, data upload, images, pricing
Data Consumers – registration, search, purchase, download

Lesson learnt

EU Project
Concertations
BMT Project
Met Office project

Future

Exploitation Plans
Further Opportunities

Questions

B. Technical Audience

Further discussion on technical details:

- * Vendor neutral
- * Client/server
- * Java
- * SOAP
- * conceptual models
- * EDMED metadata
- * DPDS feed/ RDAE integration
- * metadata publication
- * commerce engines

Round Table Discussion – Questions/Answers

Appendix 2: Target Audience

External Organisations

Government Agencies:

- Environment Agency (UK)
- Maritime and Coastguard Agency (UK)
- Centre for Environment, Fisheries, and Aquaculture Sciences (UK)
- DERA (UK)

Academic / Research Organisations

- Plymouth University (UK)
- University of Wales, Bangor (UK)
- Herriott Watt University (UK)
- Southampton University (UK)
- Southampton Insititute (UK)
- Proudman Oceanographic Laboratory (UK)
- Southampton Oceanography Centre (UK)
- HR Wallingford (UK)
- ABP MER Ltd (UK)

Commercial Enterprises

- Oil Spill Response Limited UK)
- BP (UK)
- Marathon Oil (UK)
- ChevronTexaco (UK)
- TotalFinaElf (France)
- Shell (NL)
- Talisman (UK)
- Fugro GEOS (UK)
- Metoc plc (UK)
- RSK Environment Ltd. (UK)
- ERM Ltd. (UK)
- BMT Cordah Ltd. (UK)
- Posford Haskoning (NL)
- Qinetiq (UK)

National Meteorological Organisations:

- EUMETNET - a network grouping the following 18 European National Meteorological Services -
Austria, Belgium, Denmark, Finland, France, Germany, Greece, Iceland, Ireland, Italy, Luxembourg, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, United Kingdom)

Specifically:

- Météo-France (Fr)
- Deutscher Wetterdienst Zentralamt (Ger)
- Irish Meteorological Service (Ire)

In addition, all Consortium Partners, specifically internal departments that are new to MERMAID, will be invited.